Cost Center: 7R1

PALESIS, JOHN

M/Y Subtotal for 7R1 / 2A12:

M/Y Total for 2A12:

0.2

10/27/93 11:	44:51 AM	R&D 1994	MANPOWER ALLOCATION BY	ACTIVITY Philip Morr	is CONFIDENTIAL
PROG NO	PROG NAME	ACTIVITY		EMPLOYEE	TIME
2	P98	2A13	TOBACCO FUNDAMENTALS STUDIES		
			Cost Center: 4R3		
				ATKINSON, JOYCE	0.5
				DOBB, DEBRA	. 0.7
				FORD, PATRICIA	1
				LIEBERMAN, PAMELA	0.75
				NICHOLS, WALTER	0.3
				M/Y Subtotal for 4R3 / 2A13	: 3.5%
-				M/Y Total for 2A13	: 200,5925
M/V Total	for Program No.	2 (20St)		THE STATE OF THE S	(4.10)

R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris CONFIDENTIAL **EMPLOYEE** TIME BETA PRODUCT DEVELOPMENT 1JW Idea . Cost Center: 1R1 CARCHMAN, RICHARD 0.1 0.15 LILLY, CLIFF Evaluation of M/Y Subtotal for 1R1/3A01 K. K.L Cost Center: 2R1 GAINES, OLA 0.15 PATSKAN, GEORGE 0.15 SOLANA, RICHARD 0.103 WARE, JUDITH 0.025 WILLIAMS, DAVID 0.05 120 M/Y Subtotal for 2R1/3A01: Cost Center: 2R2 BALIGA, VICKI 0.2 PORTE, ROBERT 0.05 GRIFF, MICHAEL 0.05 KINSER, ROBIN 0.05 LIPSCOMB, JAN 0.05 LYONS-HART, JIMMY 0.05 MISER, DONALD 0.25 THOMPSON, LENA 0.05 TORRENCEBENNET, K 0.1 M/Y Subtotal for 2R2/3A01 Cost Center: 2R5 NIXON, CERRY 0.3 M/Y Subtotal for 2R5/3A01: Cost Center: 3R3 THOMPSON, NELLIE 0.5 M/Y Subtotal for 3R3/3A01: Cost Center: 3R4 DAS, AMITABH 0.1 DEEVI, SEETHARAMA 0.9 HAJALIGOL, MOHAMM 0.95 - MULLINS, MICHAEL SUBBIAH, M 0.55

23

10/27/93 11:44:53 AM

PROG NAME

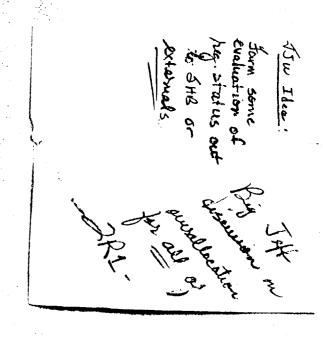
BETA

PROG NO

3

ACTIVITY

3A01



S0S2602011

TIVITY			EMPLOYEE	TIME
3A01	BETA PRODUCT DEVELO	PMENT		
	Cost Center:	1R1		
			CARCHMAN, RICHARD	0.1
			LILLY, CLIFF	0.15
		2R1 Child with the allocation	Subtotal for 1R1/3A01:	yeL
	Cost Center:	2R1 (150)		
		1 - Marie	GAINES, OLA	0.15
		The state of the s	PATSKAN, GEORGE	0.15
		not be	SOLANA, RICHARD	0.103
		N. Mr. D.	WARE, JUDITH	0.025
			WILLIAMS, DAVID	0.05
		M/Y	Subtotal for 2R1/3A01:	(17.7)
	Cost Center:	2R2	DALIGA MONT	•
			BALIGA, VICKI	0.2
			FORTE, ROBERT GRIFF, MICHAEL	0.05 0.05
			KINSER, ROBIN	0.05
		•	LIPSCOMB, JAN	0.05
			LYONS-HART, JIMMY	0.05
			MISER, DONALD	0.25
			THOMPSON, LENA	0.05
			TORRENCEBENNET, K	0.1
		M/Y	Subtotal for 2R2 / 3A01:	3.(() See all 18
	Cost Center:	2R5		
	<u></u>		NIXON, GERRY	0.3
		M/Y	Subtotal for 2R5 / 3A01:	
	Cost Center:	3R3		
			THOMPSON, NELLIE	0.5
		M/Y	Subtotal for 3R3/3A01:	U.
	Cost Center:	3R4		
			DAS, AMITABH	0.1
			DEEVI, SEETHARAMA	0.9
			HAJALIGOL, MOHAMM	0.95
		millocation	MULLINS, MICHAEL	1

S0S2602012

10/27/93 11:44:53 AM

PROG NAME

BETA

PROG NO

Dual de Topan a USA product. BETA ATT BLAZER, I CAMPBEL COUNTS, DEEVI, SE LOOK FLEISCHE HAJALIGG HARPER, HAYES, P. HOUCKIR LEWIS, C.	YEE TIME
Troduct development - Beta BETA 10-1 Dual dev Topan a USA product BETA ATT BETA ATT BETA ATT BETA ATT BETA ATT BLAZER. CAMPBEL COUNTS. DEEVI, SE EDWARD. FLEISCHI-HAJALIGE HARPER. HAYES, P. HOUCKIR LEWIS.C.	R4/3A01:
Dual du Japan a USA gradud. BETA ATO B	
Dual de Topan a USA product. BETA ATO	oon .
Dual de Jopan a USA product. BETA ATO	
Dual de Jopan a USA product. BETA ATO	Oleman to Too form
Dual de Joseph a USA product BETA ATT CAMPBEL COUNTS, DEEVI, SE LOOK EDWARDS FLEISCHE HAJALIGG HARPER, HAYES, P. HOUCKIR LEWIS.C	Chemist Top, form 15
Dual de Joseph a USA product BETA ATT CAMPBEL COUNTS, DEEVI, SE LOOK EDWARDS FLEISCHE HAJALIGG HARPER, HAYES, P. HOUCKIR LEWIS.C	2
EDWARD: FLEISCHI HAJALIGG HARPER, HAYES, P. HOUCKIR LEWIS,C) Mectre a) 14 design
EDWARD: FLEISCHI HAJALIGG HARPER, HAYES, P. HOUCKIR LEWIS, C.	1 CENDLICIALIS
EDWARD: FLEISCHI HAJALIGG HARPER, HAYES, P. HOUCKIR LEWIS, C.	
EDWARD: FLEISCHI HAJALIGG HARPER, HAYES, P. HOUCKIR LEWIS, C.	ARYELLEN 1
EDWARD: FLEISCHI HAJALIGG HARPER, HAYES, P. HOUCKIR LEWIS, C.	
FLEISCHI- HAJALIGO HARPER, HAYES, P. HOUCKJR LEWIS,C	R, WILLIAM 1
HARPER, P. HAYES, P. HOUCKJR LEWIS,C	UER, GRIER 1
HAYES, P. HOUCKJR LEWIS, C	" MOHAMM 0.5
HOUCKIR LEWIS,C	IARON 1
LEWIS,C	TRICK I
	WILLIE 1
NICHOLS,	• 1
	CONSTANCE 1
NUNNALI	NEAL 1
RAYMON	, WYNN I
REAGAN,	IARY 1
RIPLEY, R	BERT 1
SHARPE, I	
SHELTON	
SMITH, CI	
UHL, RICE	
WATKINS	
WRENN, S	SAN 1
M/Y Subtotal for	R5/3A01:
Cost Center: 5R4	
PFLUEGE	JAMES 0.15
SWAIN, JA	ŒS 0.2
M/Y Subtotal for	R4/3A01:
Cost Center: 5R5	

Soporar Col

SPRUILL, JANET

John Jan

PROG NAME PROG NO

ACTIVITY

EMPLOYEE

M/Y Subtotal for 3R4/3A01:

TIME

Cost Center: 3R5

3A\$1

Product development - Beta

Dual des Jopan & USA product. Problem ut Ravor development

ARTHUR, ROSE BANYASZ, JOSEPH Chemist Top. for 15 1.0 **BETA 10-11 BETA 10-11**

BETA ATOP (BETA ATOP) BLAZER, PATRICIA CAMPBELL, JOHN 1

COUNTS, MARYELLEN DEEVI, SEETHARAMA 0.2 EDWARDSJR, WILLIAM FLEISCHHAUER, GRIER 0.5 HAJALIGOL, MOHAMM HARPER, SHARON HAYES, PATRICK

HOUCKJR, WILLIE LEWIS,C NICHOLS, CONSTANCE **NUNNALLY, NEAL** RAYMOND, WYNN REAGAN, MARY

RIPLEY, ROBERT SHARPE, DAVID SHELTON, GREGORY SMITH, CECIL **UHL, RICHARD**

WRENN, SUSAN

M/Y Subtotal for 3R5/3A01:

Cost Center: 5R4

PFLUEGER, JAMES **SWAIN, JAMES**

WATKINS, MICHAEL

0.15 0.2

M/Y Subtotal for 5R4/3A01:

Cost Center: 5R5

SPRUILL, JANET

0.2

\$0\$280\$0\$

R&D 1994 MANPOWER ALLOCATION BY ACTIVITY

Philip Morris CONFIDENTIAL

PROG NO PROG NAME **ACTIVITY**

EMPLOYEE

TIME

M/Y Subtotal for 5R5 / 3A01:

Cost Center: QZ93

Taponese surgediner

HICKLEJ

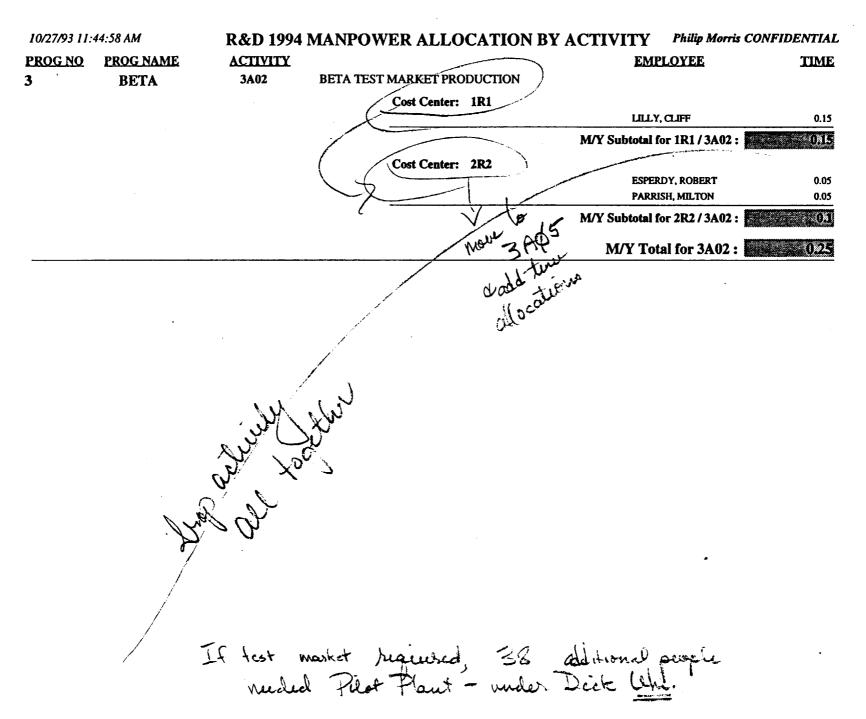
PARRISH, KARLA

0.02 0.05 0.05

SHELTON, JANET

M/Y Subtotal for QZ93 / 3A01: UND

M/Y Total for 3A01:



10/27/93 11:	44:59 AM	R&D 1994 N	1ANPOWI	ER ALLO	CATION BY	ACTIVITY	Philip Morris CON	VFIDENTIAL
PROG NO	PROG NAME	ACTIVITY				EMF	LOYEE	TIME
3	BETA	3A03	BETA PILOT	PLANT PROC	ESS DEV.			
				Cost Center:	1R1			
						LILLY	, CLIFF	0.15
			•			M/Y Subtotal f	or 1R1/3A03 :	0.15
			t U	Cost Center:	2R2			
			Die			ARD 7	-9	1
		11	S. L.V			ARD A	TOP	0.85
		by You.	رياني.			ESPER	DY, ROBERT	0.05
	. \	, , Q	The state of the s			HAND	Y, BETTY	0.05
		V (1 / 00)	1 12 PE			KINSE	R, ROBIN	0.05
	(NO.	')` Xy · \	J. C. C.			KURT	H, PATRICIA	0.02
	V		,~			PARRI	SH, MILTON	0.08
		The state				ZIMM	ERMANN, MICHA	0.1
		Mr. Mielie	-	•		M/Y Subtotal f	or 2R2/3A03:	2.2
		•		Cost Center:	3R4			
			, _			SWEE	NEY, WILLIAM	0.15
			-			M/Y Subtotal f	or 3R4/3A03 :	4.00 E

ZIMMERMANN, MICHA 0.1

M/Y Subtotal for 2R2 / 3A03:

Cost Center: 3R4

SWEENEY, WILLIAM 0.15

M/Y Subtotal for 3R4 / 3A03:

Cost Center: 4R1

HOLLAND, TOMMY 0.15

M/Y Subtotal for 4R1 / 3A03:

Cost Center: 4R2

Cosher, Richard 0.25

Lipscomb, Leonard 0.3

MCCAFFERTYII, HUGH 0.05

OLIVER, KEITH 0.3

M/Y Subtotal for 4R2/3A03:

BAGGETTJR, JAMES

DRISCOLL, DENNIS

M/Y Total for 3A03:

CLARK,DAVID
CREWS, TIMOTHY

M/Y Subtotal for 4R3/3A03:

S0S2602018

0.9

0.2

0.2

Cost Center: 4R3

6102095202

0.26

0.23

0.2

JELTEMA, MELISSA

KUESTEN, CARLA

SINGH, KIMBERLY

M/Y Subtotal for 5R2/3A04:

BEERS, FRED

M/Y Subtotal for 7R1 / 3A04:

Cost Center: 7R1

Showler Strates

10/27/93 11:45:03 AM

R&D 1994 MANPOWER ALLOCATION BY ACTIVITY

Philip Morris CONFIDENTIAL

PROG NO **PROG NAME** **ACTIVITY**

EMPLOYEE

TIME

Cost Center: QZ93

M/Y-Subtotal for QZ93 / 3A04:

M/Y Total for 3A04:

10/27/93 11:4	45:05 AM	R&D 1994	MANPOWER ALLO	CATION BY ACTI	VITY Philip Morris CONF	IDENTIAL
PROG NO	PROG NAME	ACTIVITY			EMPLOYEE	TIME
3	BETA	3A05	BETA MACHINE DEVELO	PMENT, COMMERCIALIZA	ATION, RESOURCE MGMT.	
			Cost Center:	3D5		
			Cost Center.		ADAMS, JOHN	
					ALLMOND, SANDRA	1
			•		AUSTIN,D	
					BETA 10-11 Engineers	2
					BRAUNSHTEYN, MIKH	1
					CAMPBELL, JOHN	0.2
					DALEG	1
					HARRIS, CHARLES	
					HIGGINS, CHARLES	
					JONES, DONALD	1
					JONES, RICHARD	1
					KEENJR, BILLY	1
					LEEIII, ROBERT	1
					LOSEEJR, DONALD	1
					LYNCHJ	1
					MENIERJ	1
					MULLINSIM Unnamed	1
					PHAM, XUAN	1
					SANDERSON, WESLEY	1
					SHAYERS,V	0.85
				_	SMITH, BARRY	1
			.	M/Y S	Subtotal for 3R5 / 3A05:	21/05
				1	M/Y Total for 3A05:	24105

10/27/93 11:	45:06 AM	R&D 1994	MANPOWER ALLOCATION BY	ACTIVITY Philip Morris	CONFIDENTIAL
PROG NO	PROG NAME	ACTIVITY		EMPLOYEE	TIME
3	BETA	3A06	SENSORY RESEARCH		
			Cost Center: 5R2		
				CALLAHAM, PAGE	0.15
			adding 31, d 2	JELTEMA, MELISSA	0.27
	_			KUESTEN, CARLA	0.2
	•			M/Y Subtotal for 5R2 / 3A06:	0.62
			Cost Center: 5R5		
				ATKINSON-BALLOS, D	0.1
				M/Y Subtotal for 5R5 / 3A06:	E (0)
			Cost Center: QZ93		
				JONES,JAN	0.01
				M/Y Subtotal for QZ93 / 3A06:	JÚXU.
	<u> </u>			M/Y Total for 3A06:	3400 E
M/Y Total	for Program No.	3(B)5(VA)B			(f#2)

10/27/93 11:	45:08 AM	R&D 1994	MANPOWER ALLO	CATION BY	ACTIVITY	Philip Morris CO	NFIDENTIAL
PROG NO	PROG NAME	ACTIVITY			EMP	LOYEE	TIME
4	MDPD	4A01	PACKAGE DESIGN				
			Cost Center:	5R8			
					BRANI	FORD,EURETA	
					FIERST	EIN,SUSAN	1
					PILOT	Π,NANCY	1
					WALC	HAK,MARK	0.65
			.		M/Y Subtotal fo	or 5R8 / 4A01 :	3,65
					M/Y Tota	al for 4A01 :	365

10/27/93 11:4	15:10 AM	R&D 1994	MANPOWER ALLO	CATION BY	ACTIVITY Philip Morris CON	FIDENTIAL
PROG NO	PROG NAME	ACTIVITY			EMPLOYEE	TIME
4	MDPD	4A02	DEGRADABLE OR RECYC	LABLE CIGARETT	E MATERIALS	
			Cost Center:	2R1		
					PATSKAN, GEORGE	0.02
					SOLANA, RICHARD	0.053
					M/Y Subtotal for 2R1 / 4A02 :	are oxia
			Cost Center:	5R3		
					BALDWIN, SHERYL	0.2
					NEWMAN, KENNETH	0.1
					M/Y Subtotal for 5R3 / 4A02 :	(X)
			Cost Center:	5R6		
					FINLEY, ARLINGTON	0.1
					HAYES, DANIEL	0.1
					LASLIE, DONALD	0.1
					MARTIN, PETER	0.15
					WASHINGTON, ZELITA	0.1
					M/Y Subtotal for 5R6 / 4A02:	
					M/Y Total for 4A02 :	(1 <u>49</u> 2)

<i>10/27/93 11:</i>	45:11 AM	R&D 1994	MANPOWER ALLOCAT	ION BY ACTIVITY	Philip Morris (CONFIDENTIAL
PROG NO	PROG NAME	ACTIVITY		EMP	LOYEE	TIME .
4	MDPD	4A03	DEGRADABLE OR RECYCLABLE	PACKAGING		
			Cost Center: 2R1			
				GAINE	S, OLA	0.02
				PATSK	AN, GEORGE	0.02
			<u>.</u>	SOLAN	IA, RICHARD	0.053
			•	M/Y Subtotal fo	or 2R1 / 4A03 :	N. S. W.
				M/Y Tot	al for 4A03 :	AYUX U

10/27/93 11:45:13 AM

R&D 1994 MANPOWER ALLOCATION BY ACTIVITY

Philip Morris CONFIDENTIAL

PROG NO PROG NAME **MDPD**

ACTIVITY 4A04

TIME

PACKAGING DEVELOPMENT Cost Center: 1R1

CARCHMAN, RICHARD

EMPLOYEE

M/Y Subtotal for 1R1 / 4A04:

0.05

Cost Center: 2R1

Cost Center: 2R2

GAINES, OLA PATSKAN, GEORGE

SOLANA, RICHARD

0.14 0.14 0.02

0.031 (JES)

1.3

0.1

0.4

0.5

0.25

0.05

0.05

0.1

0.2

0.075

WILLIAMS, DAVID M/Y Subtotal for 2R1 / 4A04:

ARD ATOP

BARONIAN, BARKEV DAVIS, RICHARD

EINOLF, WILLIAM GRIFF, MICHAEL

HANDY, BETTY HATHCOCKJR, STANLE

JENSEN, NANCY

KINSER, ROBIN LIPSCOMB, JAN NAWORAL, JOHN

0.2 SUMPTER, TERRY 0.05

M/Y Subtotal for 2R2 / 4A04

PAINEIII, JOHN M/Y Subtotal for 3R3 / 4A04:

Cost Center: 5R4

Cost Center: 3R3

DUNAWAYJR, HARRIS

0.9 MAIT, BARBARA 0.9

M/Y Subtotal for 5R4 / 4A04

M/Y Total for 4A04:

Material Conference of Conference Conference of Conference

10/27/93 11:4	15:13 AM	R&D 1994	MANPOWER ALLO	CATION E	BY ACTIVITY Philip Morris CONF	IDENTIAL
PROG NO	PROG NAME	ACTIVITY			EMPLOYEE	TIME
4	MDPD	4A04	PACKAGING DEVELOPMI	ENT		
			Cost Center:	1R1		
					CARCHMAN, RICHARD	0.05
					M/Y Subtotal for 1R1 / 4A04:	e al
					ND 1 Debtotal for IK17 4/AVV.	
			Cost Center:	2R1		
					GAINES, OLA	0.14
					PATSKAN, GEORGE	0.14
					SOLANA, RICHARD	0.02
					WILLIAMS, DAVID	0.031
					M/Y Subtotal for 2R1 / 4A04:	الغفال
			Cost Center:	2R2		
					ARD ATOP	1.3
					BARONIAN, BARKEV	0.1
					DAVIS, RICHARD	0.4
					EINOLF, WILLIAM	0.5
					GRIFF, MICHAEL	0.25
					HANDY, BETTY	0.05
					HATHCOCKJR, STANLE	0.05
					JENSEN, NANCY	0.1
					KINSER, ROBIN	0.075
					LIPSCOMB, JAN	0.2
					NAWORAL, JOHN	0.2
					SUMPTER, TERRY	. 0.05
					M/Y Subtotal for 2R2 / 4A04:	MONEYAL
			Cost Center:	3R3		
					PAINEIII, JOHN	0.1
					M/Y Subtotal for 3R3 / 4A04 :	
			Cost Center:	5R4	•	
		•			DUNAWAYJR, HARRIS	0.9
					MAIT, BARBARA	0.9
					M/Y Subtotal for 5R4 / 4A04 :	762 T.
					M/Y Total for 4A04:	5.556

10/27/93 11:	45:15 AM	R&D 1994	MANPOWER ALLOCA	TION BY ACTIVITY	Philip Morris CONFIDENTIA
PROG NO PROG NAME		ACTIVITY		EMPI	OYEE TIME
4	MDPD	4A05	MERIT REPOSITION (LSS/LO,	TAR)	
			Cost Center: 2R	2.	
			oost outstr. Zit	ARD 7-9	0.9
				ARD AT	
				BALIGA	•
				MISER,	DONALD 0.025
				THOMP	SON, LENA 0.1
				WOOTE	N, JAN 0.1
				M/Y Subtotal for	r 2R2 / 4A05 : 💮 💮 🔄 3
			Cost Center: 2R		
		•	**************************************	NIXON,	GERRY 0.02
				M/Y Subtotal for	r 2R5 / 4A05 : 0.07
			Cost Center: 3R	3	
		•		EDWAR	DSIII, WILLIAM 0.4
				M/Y Subtotal for	r 3R3 / 4A05 :
		7	Cost Center: 5R	3	
		\checkmark		BALDW	IN, SHERYL 0.05
		•			N, KENNETH 0.05
•				SMITH,	JUDITH 0.1
				M/Y Subtotal for	r 5R3 / 4A05 :
			Cost Center: 5R	4	
				CRAVO	ITA, THOMAS 0.56
				SKALAJ	C, ROBERT 0.3
					TIVE PANELS 0.2
				YATRAI	KIS, GEORGE 0.1
		. ,		M/Y Subtotal for	r 5R4 / 4A05 :
		•	Cost Center: 5R	5	•
				MONAH	AN, BARBARA 0.35
				NEWMA	N, DEBORAH 0.35
				SPRUILI	L, JANET 0.3
				WEITLI	E, LINDA 0.5
				M/Y Subtotal for	r 5R5 / 4A05 :
			Cost Center: 5R	6	
				FINLEY	, ARLINGTON 0.2
00.0					

10/27/93 11:	45:17 AM	R&D 1994 MANPO	WER ALLO	CATION BY	ACTIVITY	Philip Morris C	ONFIDENTIAL
PROG NO	PROG NAME	ACTIVITY			EMI	LOYEE	TIME
					HAYE	S, DANIEL	0.1
					HEAR	N, JOHN	0.05
		·			MART	IN, PETER	0.05
				-	M/Y Subtotal f	or 5R6 / 4A05 :	Ú.
			Cost Center:	5R7			
					FORD	FREDDIE	. 0.5
					TAFU	R, SUSAN	0.2
					M/Y Subtotal f	or 5R7 / 4A05 :	S. O.
	•				M/Y Tot	al for 4A05 :	578

10/27/93 11:			MANPOWER ALLO	CATION		
PROG NO	PROG NAME	ACTIVITY			EMPLOYEE	TIME
4	MDPD	4A06	MINTY MENTHOL			
			Cost Center:	2R2		
					ARD ATOP	0.1
					M/Y Subtotal for 2R2 / 4A06:	()11
			Cost Center:	2R5		
			Cost Center.		NIXON, GERRY	0.02
					M/Y Subtotal for 2R5 / 4A06:	0.02
	•		Cost Center:	2D2	***************************************	and the second second second
			Cost Center:	3K3	EDWARDSIII, WILLIAM	0.1
					M/Y Subtotal for 3R3 / 4A06:	7.01
			Cost Center:	5R3		
					SMITH, JUDITH	0.1
					M/Y Subtotal for 5R3 / 4A06:	2.01
			Cost Center:	5R4		
	,				BEVIER, ELIZABETH	0.2
					SKALAK, ROBERT	0.4
	V		,		SUBJECTIVE PANELS	0.2
					YATRAKIS, GEORGE	0.1
					M/Y Subtotal for 5R4 / 4A06:	0.0
			Cost Center:	5R5		
					MONAHAN, BARBARA	0.1
					SPRUILL, JANET	0.16
					WHITE, MORRIS	0.25
					M/Y Subtotal for 5R5 / 4A06:	(0.5)
		-	Cost Center:	5R6		
					FINLEY, ARLINGTON	0.05
					HAYES, DANIEL	0.03
					M/Y Subtotal for 5R6 / 4A06 :	0.08
					M/Y Total for 4A06:	1.81